

DD/A Registry
File DM 2-2

ODP 255-77
11 February 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM : Clifford D. May, Jr.
Director of Data Processing

SUBJECT : ADP Issue #4

REFERENCE : Memo fm DDA dtd 25 Jan. 77, subject:
ADP Issues (DDA 77-0440)

1. I have reviewed the attachment to the reference and have asked my staff to do the same. We are fully in agreement with the general thrust of your paper. We cannot conceive of any clear rationale for consolidating ODP, OC and P&PD. Are we trying to streamline management? If so, we feel the merger will be a failure. We believe the three organizations are basically involved in different businesses which involve different skills and different sets of problems. In any merger the current management structures will have to be maintained although some minor consolidations might be possible in the areas of planning, engineering, software development and budgeting. This might save a few positions. But, this saving will be more than offset by the need to establish an overall management superstructure to sit on top of the three product-oriented organizations. Accordingly, we are unable to identify any benefits that might be realized from the proposed consolidation that cannot be better-realized through less drastic means (e.g., joint planning).


2. Attached are three papers for your consideration.

a. Attachment 1 contains brief comments on the specific paragraphs in your paper.

b. Attachment 2 reflects our general thoughts stemming from our analysis of the issue.

c. Attachment 3 lists two lesser goals of consolidation which we think might have some merit.

3. I believe that we should focus our attention and energies on far more important ADP issues instead of diverting some of them toward a proposal of questionable value (Issue #4). The issues of ADP control, planning and centralization deserve our priority attention.


Clifford D. May, Jr.

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Att: a/s

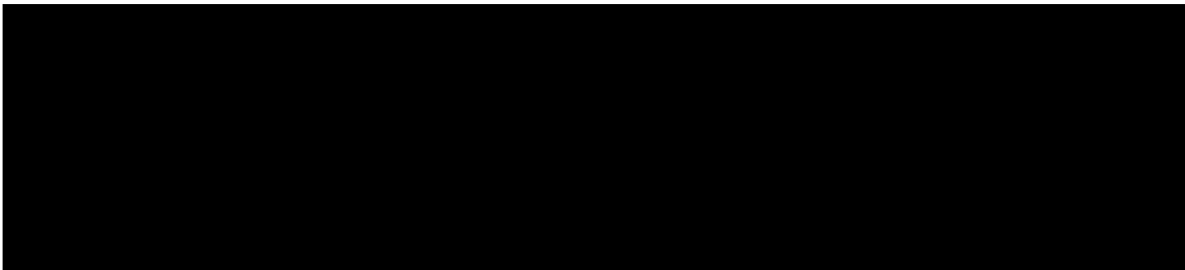
Distribution:

Orig + 1 - adse
1 - ODP Registry
2 - O/D/ODP

Comments on DDA "ADP Issue" Paper

Para. 3 Agree with this opening paragraph.

Para. 3.I Agree. But it can be argued that the ADP management problems have been around for a long time and they really have little bearing on Issue 4.



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Para. 3.III Agree

Para. 4.A I doubt if there will be any people savings due to the need to establish a supermanager for all three areas. It should be ADPRINTCOM - not COMADPRINT - for obvious reasons.

Para. 4.B & C Agree

The Issue

1. In his memorandum of 16 December 1976, the DDCI has identified four "ADP Issues," the fourth of which is:

"Fourth, in view of ADP trends linking computers to the communications, micrographics, and publishing fields, would any advantages be gained by consolidating ODP, the Office of Communications, and the Printing and Photography Division of the Office of Logistics? I would like the DDA to undertake a preliminary review in this area for EAG discussion in April."

Related Consideration

2. Before discussing the specific issue, we would like to point out that the trends linking ADP to other Agency functions are not limited to Communications and Printing Services but are found in virtually every field of Agency activity. For example, ADP is irrevocably linked to the management and operation of overhead reconnaissance systems, the searching and retrieval of intelligence files, management systems of the Agency, building security, etc. The fact is that there are few Agency functions that can be carried out today without ADP support. In some cases, it makes sense technically, economically and managerially to imbed the ADP activity in these other functional areas. This is being done. In other cases, it makes sense to service these functional areas from a central ADP activity.

Experience of Others

3. Addressing the specific issue stated above, perhaps something can be learned from the experience of other agencies. The idea of consolidating communications and data processing activities is quite prevalent throughout the Federal Government. The General Services Administration, which is charged by law with providing government-wide ADP and telecommunications services, has established a central manager for both functional areas. Other operating agencies have also made this move. However, in all cases known to us where this action was taken successfully, the majority of communications used by the agency related to the support of widely-distributed data processing activities. In other words, when the driving force behind the communications needs of the agency was ADP support, the agency was able to consolidate successfully. When ADP communications were overshadowed by command and administrative telephone requirements, the agencies were not likely to consolidate and data communications was just another service provided by the communications activity.

The Character of CIA Communications

4. With regard to CIA, it is obvious that our overall communications facilities are primarily organized and designed to meet the command and administrative telephone and teletype requirements of our overseas stations. ADP considerations play no part in the planning, design and management of these systems with one exception. Modern communications switching systems employ the same technology that is used in computers.

5. However, within the Headquarters area, ADP communications requirements are growing rapidly and ADP considerations must play a dominant part in the planning, design and management of our Washington area communications systems. Already technology has provided solutions in this area which tend to blur the traditional clear-cut boundary between communications and ADP. It is likely that further blurring will occur in the future. ADP requirements are becoming the driving force behind the Headquarters Building communications distribution system and the wideband secure links to other buildings.

Current OC/ODP Coordination

6. In recognition of the above, D/ODP and D/OC have been working more closely together in planning communications for the Washington area. Joint planning is taking place and a formalized planning structure is in the process of being established. The D/OC has delegated to the D/ODP the responsibility for developing the new Headquarters bus communications system which will be used to support SAFE as well as other needs. The D/OC has provided engineering personnel to help staff the ODP development team for this system.

Magnitude of the Problem

7. Despite the rapid growth in data communications needs in the Washington area, this area of support represents only about % of the total cost of the providing Agency communications. It is by no means a dominant consideration in the communications management structure. The extent to which joint consideration must be given to ADP/Communications problems is well taken care of by the coordinating arrangements currently in effect.

Printing and Computers

8. The computer has revolutionized the world of printing. More and more printing devices are computer driven. At the same time, the computer industry has improved the quality of

its printed material to the point where a computer programmer can now literally "set type" with his program instructions (e.g., on the new IBM 3800 printer). The issue here is whether printers should program or whether programmers should print. The use of computers in printing is a pure labor-saving device. The installations are generally turnkey in nature (ETEC for example) and you can contract for all software development. As the quality of computer printers approaches that achieved by the more traditional printing presses, it is logical to expect users to ask the providers of computer services to print for them. There is enough printing work for both the traditional printing methods and printers which function as a computer output device. It is not necessary to merge ODP and P&PD to effectively use these new computer-driven devices.

Lesser Consolidation Goals that Might have Merit

1. Provide "technical" consolidation of Agency computer management, including ODP, OC, P&PD and others. This probably has particular merit because of the trend towards decentralization of computer facilities.

- Give a single component the responsibility for planning, selection, design, standardization and maintenance of all Agency computer equipment (including computers used as communications switches and used in printing services functions.)
- Provide an Agency-wide ADP professional career service. There are currently [REDACTED] in the MZ (ODP) career service. There are [REDACTED] ADP professionals in other Agency components who plan, select, design and program ADP systems who are not in this career service and are not under any central management control.

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2. Consolidate into ODP only those functions of OC and P&PD which are predominantly computer-related, such as:

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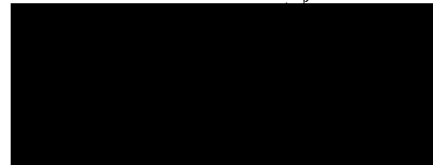
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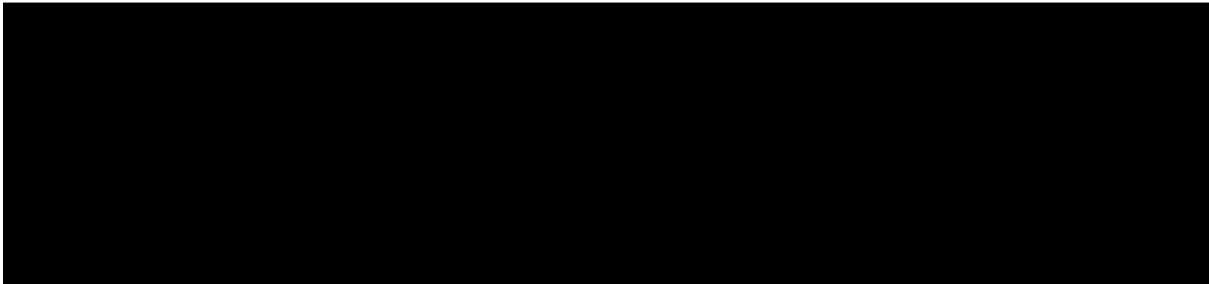
- Orig + 1 - adse
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Approved For Release 2002/01/08 : CIA-RDP80-00473A000400030004-5

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10 FEB 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM : James H. McDonald
Director of Logistics

SUBJECT : ADP Issues

REFERENCE : Mult adsee memo dtd 25 Jan 77 fm DDA,
same subject (DDA 77-0440, OL 7 0388)

1. As requested in the referent, your thoughts on ADP consolidation have been perused. Additionally, the Chief, Printing and Photography Division (C/P&PD), OL, was requested to make any specific additive comments which might blend in with the format you had already prepared. These comments are attached.

2. In general, your concept of "certainly not now, if ever" is fully endorsed. The EAG proposal would appear to urge reorganization on the basis of commonality of working equipment vice commonality of function or type of personnel or geographic responsibility. As noted by the C/P&PD/OL, reorganization on these latter established concepts would argue more for consolidation of printing, graphics, and micrographics functions with OL/P&PD.

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/James H. McDonald
/

Att

OL 7 0388(a)

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OL 7 0388(a)

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ATTACHMENT

1. Omit second sentence III A and add

While it is true that the Printing & Photography Division (P&PD) is increasingly utilizing technology in the areas of data processing and communications, they are not unlike many other components which have or will move into these areas of technology, not because of a mission affiliation, but rather to take advantage of new technology. During the past several years this use has intensified, particularly with the advent of the minicomputer based editing and composition system (ETECS). Apart from this obvious specialized adaption of data processing techniques, almost all major items of new printing and photographic equipment contain electronics - some with limited programmability. As an example, the Office of Communications (OC) and P&PD are now jointly investigating requirements and cost effective ways of developing broad band communications between Headquarters and the Main Printing Plant.

2. Add to III B

The operations of P&PD are basically manufacturing in nature, not closely tied to the more service-oriented activities of the Office of Data Processing (ODP) and OC; i.e., the latter offers facilities for use by customers vs. P&PD operates facilities to produce a product.

3. Add to III as III D

Rather than attempt to rationalize combining somewhat dissimilar functions of P&PD with ODP and OC, thought might better be devoted

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to combining similar functions throughout the Agency; e.g., printing, duplicating, micrographic services, and motion picture and televisions (graphic communications media), with P&PD.

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